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Chief, Plans & Policy Staff, OUS

26 September 1950

Chief, Publications Division

Comment on Section I-B of D/FE monthly report for September

D/Pub has reviewed the points advanced by D/FE on the subject of project initiation and priorities. It is keenly aware of the difficulties which D/FE faces, particularly under present conditions, and is in general agreement with the observations made.

With respect to project initiation, it should be noted that during the period covered (August), D/Pub played its normal part in the initiation of most projects. Such exceptions as arose were in connection with projects being handled largely or partly through the Special Staff or through the General Division. Inasmuch as these components operate under unusual circumstances and have been without benefit of established procedures, certain difficulties were bound to arise. These are believed to have diminished, in part at least, since the report was filed.

(a) As to Special Staff projects, a satisfactory relationship has been worked out between the Special Staff and D/Pub to permit the usual procedures to operate in initiating SS projects. Differences naturally arise because of the peculiar nature of the SS function, and a greater specification of terms of reference has been considered useful to supplement the discussions which would normally take place between D/Pub and the producing Divisions.

(b) As to General Division projects, it is not at present possible to handle these in the routine manner through D/Pub channels. To introduce D/Pub practices, at least into the initiation process, would appear to require the development of liaison procedures between D/Pub and D/Gen. It would be advisable to extend these procedures to cover all phases of intelligence production in which D/Pub could be of use in producing and coordinating intelligence handled through D/Gen.

With respect to priorities, D/Pub does not have the authority arbitrarily to establish and enforce deadlines without reference to the wishes of the producing divisions. Hence, a consultative procedure has been evolved by which D/Pub, in each instance when a new project is laid on, thoroughly examines the problem of priorities with the division concerned, either expressly or implicitly. It has happened, more frequently of late with D/FE than with any other Division, that later projects, on the basis of legitimate urgency, have displaced projects of longer standing, with such resultant dislocations and

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losses of momentum as the D/PB report describes. On ORE 55-50 (requested after the period of the report under consideration) the requester's deadline was rejected, simply because to have undertaken this new project under the prescribed deadline would have meant the abandonment of ORE 10-50, a project which had a high priority when it was initiated.

While, in "hot" areas it is inevitable that the march of events will require the frequent recasting of production plans, and while priorities will have continually to be readjusted, considerable difficulty might be avoided if no final commitment of the production facilities of CIA were made without consultation with D/Pub and the producing component involved. This would permit a more realistic handling of the priorities of projects accepted by the higher authorities of CIA, and might well avoid needless dislocations of priorities.

To meet the problem of priorities, D/Pub will continue its present practices and augment them where this appears desirable, so that these procedures will be followed:

- (a) D/Pub will ascertain the validity of requesters' deadlines;
- (b) D/Pub will indicate to the Division, at the time a new project is initiated, appropriate deadlines for all standing projects which may be affected;
- (c) D/Pub will insist upon Division adherence to deadlines, permitting adjustment only in response to what D/Pub considers to be adequate reason.

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